



# Global Reliance

November / December 2006

Vol. 32, No. 5

Air Force Office of Special Investigations

## Building <sup>a</sup> new OSI Structure

*Mission requirements  
call for a new 'frame'  
of mind for OSI* 10







# InsideGlobal

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**Global Reliance**  
 Air Force Office of  
 Special Investigations  
 November/December 2006  
 Vol. 32, No. 5



**Brig. Gen. Dana A. Simmons**  
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 Editor



## On the Cover

OSI's restructuring  
process begins

*Graphic illustration by  
James C. Dillard*



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# Moving ahead to the OSI of the future

**Brig. Gen.**  
**Dana A. Simmons**  
*OSI Commander*

*2006 was quite a year. OSI made many significant contributions to the war on terror, and it took on several tasks to stay relevant as the Air Force transforms itself to be a leaner, more modernized force.*

*As you will read in this issue's transformation story, we are taking our first-rate organization and streamlining it in line with efforts by Air Force leadership, driven by Gen. (T. Michael) Moseley's priorities: to improve warfighting capabilities and win the Global War on Terrorism, to re-capitalize and modernize Air Force weapon systems and to develop our Airmen and right-size the force.*

## A proud tradition to uphold

This year, the Air Force will commemorate its 60th anniversary. We have a strong heritage from great Airmen such as



Billy Mitchell, Frank Andrews, and Hap Arnold, who challenged conventional wisdom and advocated for advanced technology, to Brig. Gen. Joseph Carroll, who was tapped to develop a whole new

investigative agency in support of the Air Force. We truly walk in the footsteps of greatness!

OSI must now build upon the accomplishments of the past and present in order to stay relevant, keep ahead of those who want to harm our way of life, and be the best investigative organization, not only in

the Department of Defense, but in the entire world.

## A beginning to transformation

We started our transformation journey last April during Aurora Grand, with all the senior leadership of OSI. It was there we kicked off four champion initiatives to

find tools and processes to capitalize both our human and organizational resources.

The champions left Aurora Grand and pulled a vast cross-section of star performers from across the command to examine and develop proposals to improve unity and synchronization, leadership development, people and resources and staff support. We later added a fifth champions group: mission focus.

During the Worldwide Conference in August, each of the champion teams presented their proposals, which are being incorporated into plans throughout the transformation process. During the conference in August, we also developed a roadmap for OSI's future and made three significant decisions that are driving our transformation today: reduce overhead (headquarters and regions) and purify functions in order to recapitalize our force, consolidate units where appreciable efficiencies can be made and develop a functional unit responsible for providing specialist support around the world as a force provider and force multiplier. (See page 10 for details about the on-going transformation).

## No limit to what OSI can do

"Our imagination is the only limit to what we can hope to have in the future,"

**See Commander on page 7**





# Developing OSI

**Chief Master Sgt.  
Chris Redmond**

*OSI Command Chief  
Master Sergeant*

*Where do I start? We can talk about deployments, permanent change of station rule changes, transformation, unit merging, recruiting – the list could go on forever.*

*Since assuming the position as your command chief, I've been asked all of those questions about all these issues and much more.*

*Whenever I visit a unit or have an opportunity to talk to anyone in the command, I make a few things very clear.*

## Getting answers

First, I'll give it to you straight, because you deserve it. Second, you may not like the answer to the question you ask, but it will be the truth as I know it. Finally, if I don't know the answer, I'll find someone who does.

That is the least I can do for the Airmen of this organi-

zation. You should accept nothing less.

## Deployment tempo

Let's talk about deployments. They're not going away; in fact, the Air Force expects to see an increase in fiscal year 2007 of the in-lieu-of and request-for-forces taskings over the fiscal year 2006 numbers.

Why? Because our sister services need our help. The bottom line is this: we are at war and everyone in the Department of Defense must do his or her part to win the Global War on Terrorism.

It's not the best situation to have to send Air Force members to support Army taskings, but that is what we have to do to continue bringing the fight to our enemy.

What I can tell you is there are literally hundreds (if not

thousands) of taskings that the field never sees because the great men and women of the Warfighter Readiness and Execution Directorate do an amazing job of turning them away before they become a reality for the field. It is not an easy task.

While we are discussing deployments, let's talk about our civilian Airmen in OSI. Every facet of this organization – civilian, active duty and reserves – is answering the call when it comes to deployments to both Iraq and Afghanistan.

## Change of station

The Air Force is operating on a much leaner budget than in years past, and as a result we are operating under different PCS rules.

I learned a lot when I was the assignments chief for six short months.

The most significant of those lessons was that "Big Air Force" controls the PCS process. We (OSI) have to follow the Air Force rules and only PCS those who are eligible based on specific criteria.

For years, we have all thought that because we are so small and can actually talk to our assignment noncommissioned officers and officers, we can do whatever we want. Let me tell you, that's not how it works.

You've seen the e-mails from our Personnel Directorate regarding the recent changes, so I won't waste valuable time and space rehashing them.

There is one important thing that I do want to share with you, though – yes, we

**See Chief on following page**

**OSI has the best  
Airmen the Air Force  
has to offer. We  
need to continue that  
legacy by recruiting  
the proven  
performers at our  
bases, colleges and  
communities.**



## Chief continued from previous page

will follow the Air Force rules, but due to our small force size, we may not be able to fully capitalize on the savings.

We will do everything we can to give continental United States members more time on station, but our outside the continental United States moves will drive a certain number of CONUS to OCONUS assignments.

We will give greater consideration to OCONUS members requesting an extension, but we have to be careful not to let the CONUS members become stagnant, forcing them to take repetitive remote tours. It is a complicated process that your assignment professionals will work.

### Transformation within OSI

Transformation and unit merging have been quite the talk in the last couple of months. You can only imagine the amount of energy and time this has taken at headquarters. What do our Airmen in the field need to know about the change?

Without getting into a "PhD" level, here are the highlights:

First, the field will continue to do the great things they do and over time will benefit by realizing additional manpower with the reduction of headquarters, region and squadron overhead. This is the primary goal of the transformation and unit merging.

General Simmons is committed to returning manpower to the field where the work is the most critical.

Second, the merging of units will allow for more time to grow our leaders before putting them in a commander, special agent-in-charge or superintendent position.

### Recruiting OSI members

The Air Force is reducing its end strength by approximately 50,000. Where are these Airmen going?

Some are leaving military service, and some are looking for other jobs within the Air Force. We need to be careful during this critical period and be sure we are recruiting the right Airmen.

We can't afford to wait for the proven performer to walk up to our detachment door and say, "Hi, I am being affected by force shaping, and I'd like to join OSI."

OSI has the best Airmen

the Air Force has to offer. We need to continue that legacy by recruiting the proven performers at our bases, colleges and communities.

Look for the men and women who have won quarterly and annual awards. These are your peers – get them to fill the empty desk in your detachment. Don't wait for the knock on the door – go out and knock on their doors!

### Reward excellence

When we talk about recruiting, we have to talk about retention and recognition. The brutal truth is OSI can't offer anything more than what the Air Force already allows in regards to retention programs.

Reenlistment bonuses are available for some of our Air Force Specialty Codes, but not all.

Education benefits are better now than they have ever been in Air Force history. Today's Airmen are given more responsibility now than Airmen 10 or 20 years ago could have even dreamt about. Pay and salaries have significantly increased over the last decade.

So, if we can't change what the Air Force controls,

what can we change?

We can change how well we recognize and reward the superior performance of our Airmen. We can take the time to tell our Airmen we value their contributions and appreciate their sacrifices. Most of all, we can thank our Airmen for the hard work they are doing and the sacrifices they and their families are making.

Let me close with these thoughts: I'm sure you noticed that I used "Airmen" to talk about the men and women of OSI.

That term is no longer restricted to just the active duty or reservist members of the U.S. Air Force. Our C - E - O Airmen (civilian - enlisted - officer) are doing great things for the command, the U.S. Air Force and our nation.

Help your leadership spread the word that the Air Force and OSI is a singular culture of Airmen who proudly serve this great nation. Thank you for all you do now and for all you will do in the future.

With the new year upon us, let me add my wife Cindy's and my sincerest wishes to the OSI family for a festive and joyous 2007. **GR**

## Commander continued from page 4

said Charles Kettering, the electrical engineer that invented the self-starting automobile ignition system. With the talent and the skill we have in this organization today, we definitely have the capacity to tackle the most daunting of tasks.

Mr. Kettering also said, "Keep on going and the chances are you will stumble on something, perhaps when you are least expecting it. I have never heard of

anyone stumbling on something sitting down."

### Pursue excellence despite adversity

As we transform OSI to meet the challenges of the future, we must continue to push forward, even when the task seems difficult. We must continue to pursue more effective and efficient operations for the sake of the Air Force and our country's national defense, so that we can stay ahead in the rapidly changing law enforcement and counterintelligence envi-

ronments in which we operate.

As we move forward with transformation, we will continue to "stumble" upon tools and improvements that will keep us one-step ahead.

As I've said many times, if it's not illegal, immoral or too fattening, we'll try it.

I ask each of you to embrace the changes being made in OSI and the Air Force and to continue looking for and pursuing ways to improve our great organizations. **GR**







# Constructing

## the new OSI

*Like the rest of the Air Force, OSI needs to restructure now to meet the needs of the future*

**Capt. Christine D. Millette**

*OSI Public Affairs*

**T**ransformation has been the buzz word among the ranks of the Office of Special Investigations for several months. But what does it mean to you, the agent in the field?

The Air Force is using Air Force Smart Operations 21 to transform itself into a leaner, more effective fighting organization. OSI not only needs to follow suit, but lead the power curve to stay relevant, said Brig. Gen. Dana Simmons, OSI commander.

“We must build a better future to stay relevant, break the trend of dissension, fix the problems when we see them and pursue the goal of one OSI, with one vision and one voice,” General Simmons said to all that attended the

first-ever OSI Worldwide Conference in August 2006.

Air Force Chief of Staff General T. Michael Moseley identified the goals of winning the Global War on Terror, developing and caring for our Airmen while ensuring readiness and recapitalizing and modernizing our systems. These goals must be achieved to ensure the future success of the Air Force.

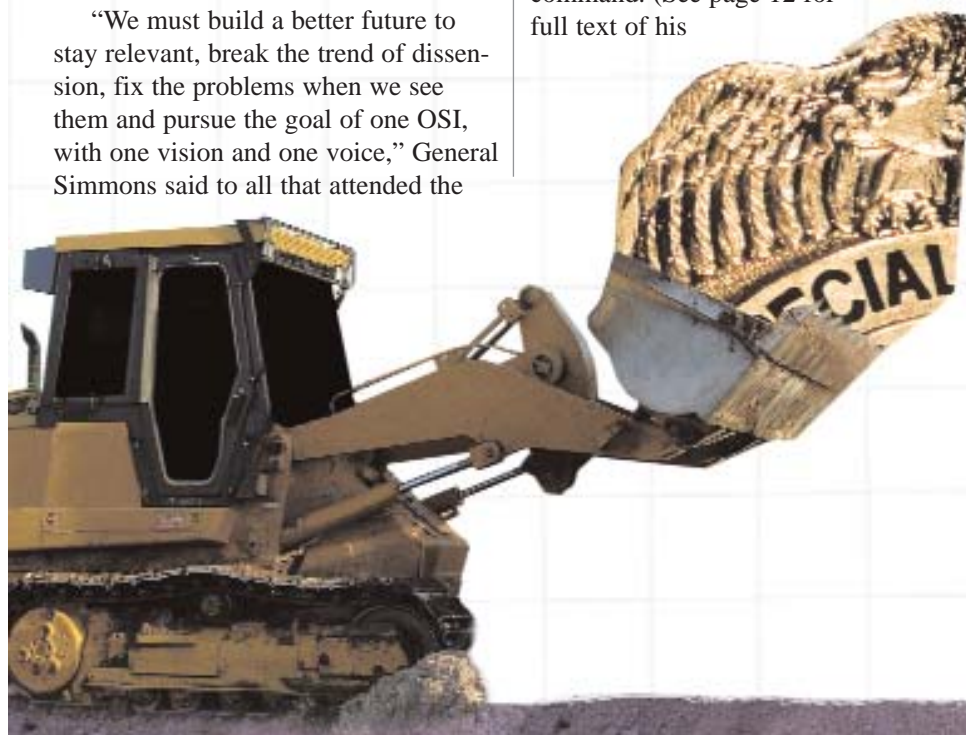
During the Worldwide Conference, General Simmons explained that, like the Air Force, OSI needs to restructure now to meet the needs of the future. He explained how the OSI restructure would occur through all echelons of the command. (See page 12 for full text of his

Commander’s Intent for the OSI command restructure).

General Simmons said that nearly half of OSI’s manpower was in overhead – headquarters, regions and squadrons – and he expressed concern that OSI’s expertise seems to be spread very thin. Following his guidance in the Commander’s Intent, many OSI personnel have been tackling this restructure. A short synopsis of progress follows:

- Headquarters OSI is a management headquarters only, responsible for program management – organize, train, equip and assess. Efforts are underway to transition the Military Personnel Flight and the Network Operations Support Center into a functional mission support squadron. Operational activities and associated billets were transferred from the headquarters to Region 7 in November, under the command of Col. Scott Deacon.

- The expanded Region 7 will have



command and control of the following: behavioral science, forensic science, technical services, polygraph services, Antiterrorism Specialty Teams, counterespionage operations, computer crime investigations, operations enhancement and the Investigations, Collections and Operations Nexus analysts and integration desks. The region will also have subject matter experts on staff for research and technology protection, information operations and counterintelligence investigations.

“We are taking a measured approach,” Colonel Deacon said. “I do not see change in how the functional specialists execute their mission. The change is in how we as an organization lead and manage those missions. Region 7 will provide specialist support to field investigations, just like today, but will also be responsible to direct, manage and execute some investigations and counterintelligence support to customers at echelons above the major commands. The ultimate goal of this part of the transformation will be to definitively segregate operational efforts and tasks from programmatic tasks at the headquarters level and to gain efficiencies and improve effectiveness of the functional specialists.”

- The general also directed downsizing of region headquarters staffs. Regions exist to manage mission execution and should not duplicate the OTEA functions of the command headquarters. This part of the restructure is nearing completion.

- Utilization of the squadrons within OSI is being evaluated. Squadrons currently contribute to that high overhead ratio and create an additional layer of management. Some existing squadrons will likely

close within the next year, while others may be stood up in the newly-expanded Region 7. More information will be available as the concept is developed.

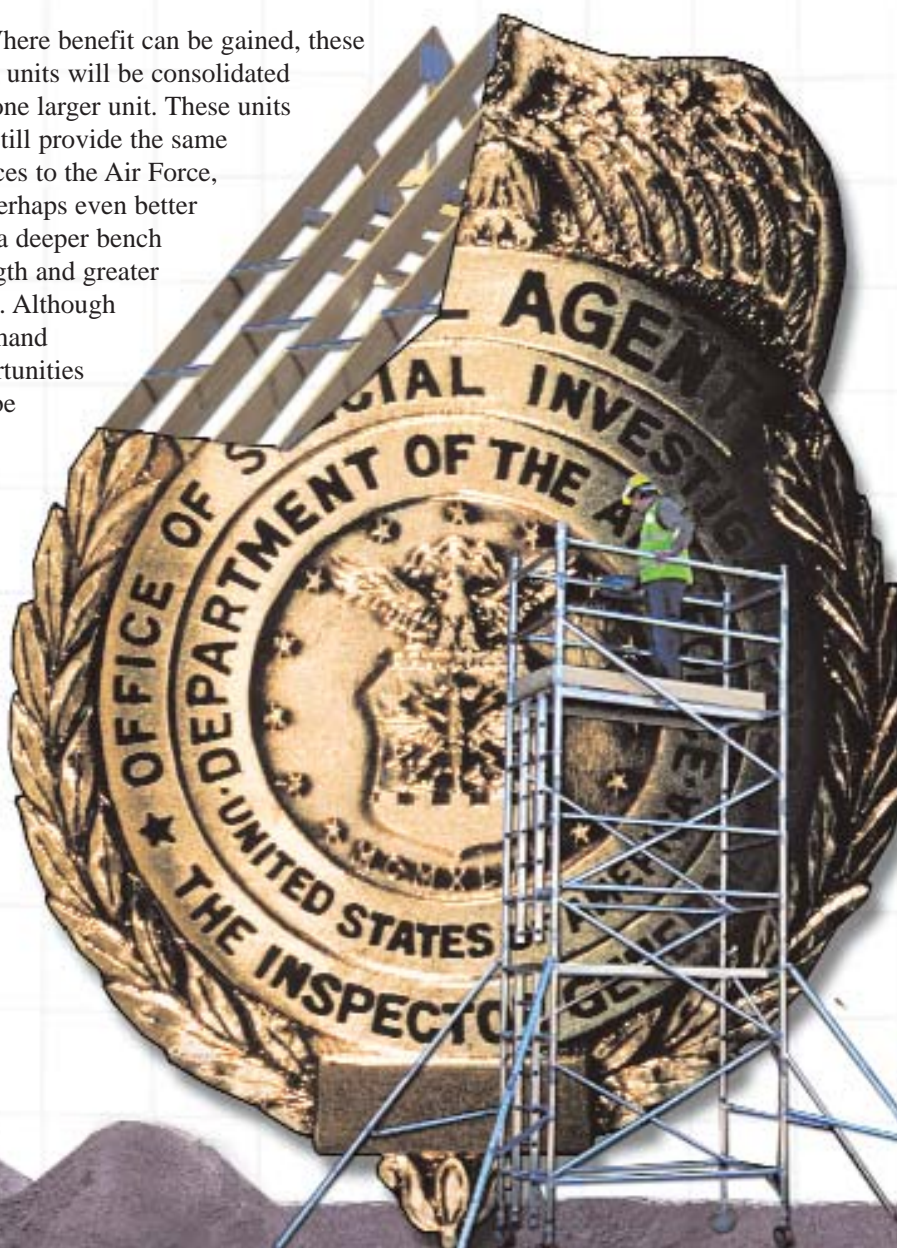
- The final element of the OSI command restructure is labeled unit consolidation. In more than 33 locations, OSI has multiple units operating in close geographic proximity. In the Florida panhandle alone, within an approximately seven-mile radius, OSI has four detachments and two operating locations. Situations such as this require duplicate overhead, duplicate additional-duty programs, often duplicate (and costly) facilities, as well as diluting the experience and surge capability in that area.

Where benefit can be gained, these small units will be consolidated into one larger unit. These units will still provide the same services to the Air Force, but perhaps even better with a deeper bench strength and greater focus. Although command opportunities will be

decreased slightly, these larger and more diverse units will offer challenging and rewarding assignments for OSI leaders.

“We’re establishing processes that are going to streamline and improve an already spectacular organization,” General Simmons said. “These changes are critical to OSI’s continued success and relevance to the Air Force, as well as our ability to ‘be the best.’ The entire leadership team and many other smart OSI Airmen are putting a lot of brain power toward ensuring this is done right.” **GR**

*Editor’s note: SA Jacqueline Albright contributed to the writing of this article.*



Graphic Illustration by James C. Dillard





# OSI Commander's Intent

## Restructuring For the Future



**I**n this time of decreasing resources and increasing operations tempo, the Air Force Office of Special Investigations, like the rest of the United States Air Force, must understand and embrace change in order to ensure continued mission success.

*My intent via the OSI Command Restructure is to ensure OSI is relevant to and integrated in the Air Force mission, with the continued aim of being "the best investigative agency supporting the world's greatest air and space force."*

*We will evaluate our current structure throughout the entire command hierarchy, to include headquarters, regions, squadrons, and detachments; with adjustments made to decrease overhead, push all operational activity out of headquarters, consolidate geographically proximate units where appreciable benefit can be gained and recapitalize investigative assets back to the operational mission in the field to the greatest extent possible. During this transformation, we will continue to focus on unleashing human potential, fostering mentorship and developing effective unit level leaders throughout the command.*

*I envision an end-state of: (1) smaller, more focused headquarters and region elements, comprised of no more than 15 percent (or as close to that number as possible) of our total manpower, with clearly defined and less redundant roles; (2) a new, robust functional region with enhanced expertise supporting the OSI mission worldwide; and (3) a decreased number of OSI field units where benefits can be gained from geographic consolidation. These new structures will not alter our region responsibilities to support the Air Force major commands. Throughout this ongoing process, manpower savings will be identified and recapitalized to satisfy current or evolving mission priorities.*

*Further, OSI will adopt a culture of embracing change. Evaluation of our structure and processes will be continuous with the goal of identifying opportunities to increase effectiveness and efficiency while ensuring appropriate alignment within the United States Air Force.*

**- Brig. Gen. Dana A. Simmons**









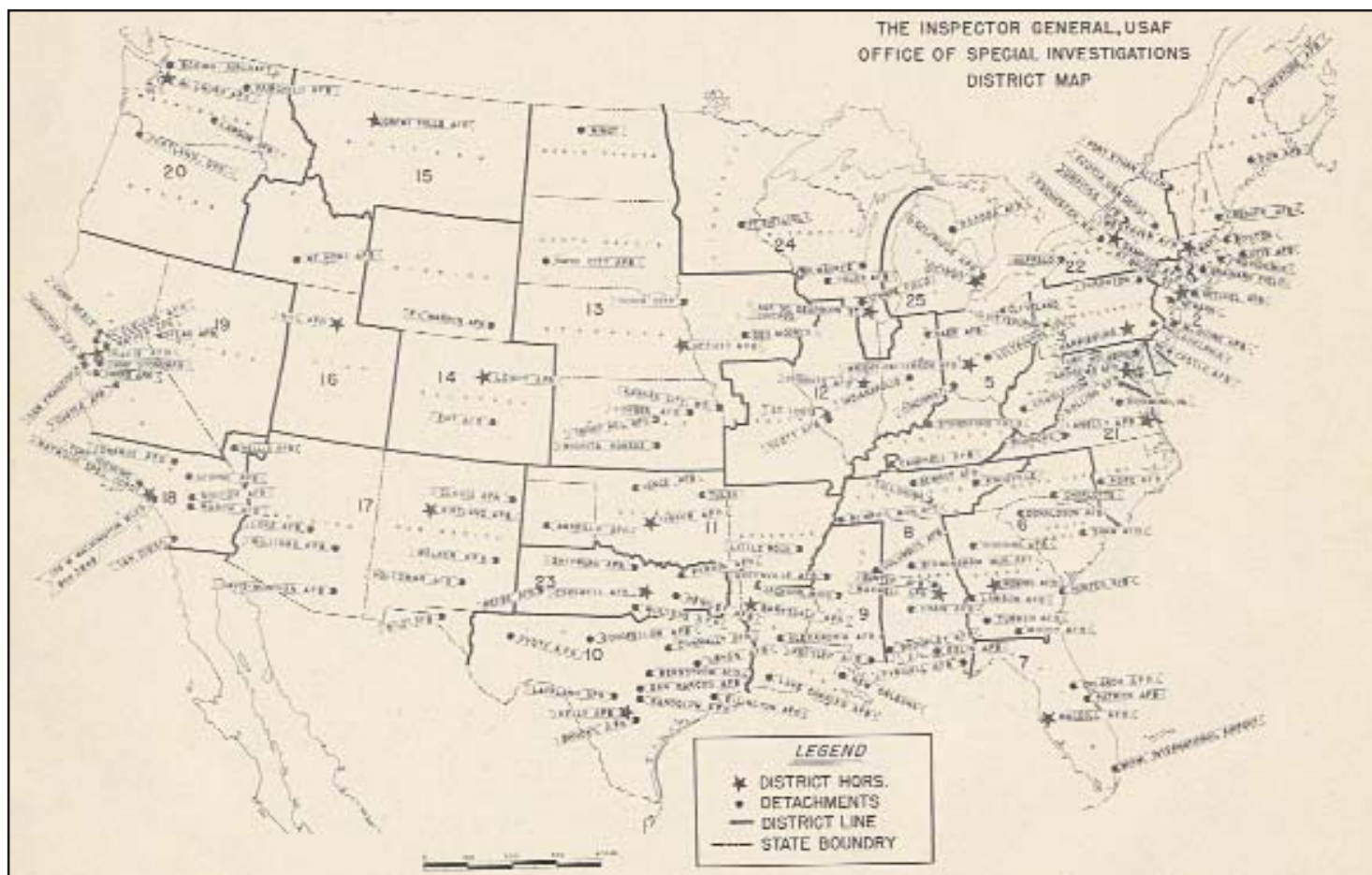


Image courtesy of the OSI History Office

This 1948 map shows the original 25 district offices and 98 detachments located across the Zone of the Interior, OSI's earliest operations within the CONUS.

# Organization in the beginning

**Deryl Danner**

*OSI Historian*

**W**hen OSI became operational on Aug. 1, 1948, the organization consisted of 25 district offices and 98 detachments operating solely within the Zone of the Interior, later referred to as the Continental United States.

The decision to establish OSI entities overseas came the following year with the Air Force Chief of Staff Hoyt S. Vandenberg issuing a directive in May 1949 requiring overseas commands to establish OSI operations under their Inspectors General. Up until then, the Army Criminal Investigations Division

and Counterintelligence Corps structures carried out the investigative and counterintelligence functions overseas.

In Europe, OSI traced its lineage in part to the 31st Military Police Criminal Investigation Detachment, which was established in England in August 1944.

The unit moved to Weisbaden, Germany, in November 1945, and was deactivated in March 1949. Upon its deactivation, most of its personnel were absorbed by the Special Investigations Section, Office of the Inspector General, U.S. Air Forces Europe.

In the area of CI, OSI traced its origins in Europe in part to the 702nd CIC Detachment at Weisbaden, which became the 7020th Air Force CI Unit in September

1948.

General Order Number 39 formally activated the Far East Air Force OSI on June 1, 1949, when the 6001st CI Squadron was redesignated the 6001st Special Investigations Unit. FEAF OSI was thrust into a difficult situation by the Korean War and the fact that there were no USAF CID personnel in FEAF in 1949.

OSI also activated overseas locations in Alaskan Air Command; Caribbean Air Command; 3rd Air Division (England); the Military Air Transport Service, and Northeast Air Command. **GR**

*Source: The OSI Story, A Fifty-Year Retrospective, Volume I, 1948-1960, Col. Edward J. Hagerty.*

# Offering a different perspective

**SA Chris Williams**

*Det. 419 Tyndall AFB, Fla.*

**W**ithin four days of graduating from the Federal Law Enforcement Training Center, I was given the opportunity to speak to first-year law students from Seattle University about federal law enforcement and military justice.

The opportunity came through a former high school classmate, who is now an associate professor of law at Capital University Law School in Columbus, Ohio.

Professor Susan Rozelle teaches criminal law, evidence, criminal procedure and criminal responsibility. During the initial phase of my training at the Criminal Investigator Training Program, we traded e-mails about constitutional law and criminal procedure, two of the cornerstones of CITP training.

From these discussions, I began thinking more about how federal law and the Uniform Code of Military Justice differed from each other. This led to frequent discussions regarding case law, practical applications and procedural differences between state, federal and military law.

Professor Rozelle planned on going to Seattle University as a visiting professor and asked me if I'd be interested in coming in to speak with one of her classes. I accepted the offer, taking it as a personal challenge.

For the remaining four months of training, I devoted myself to two things: graduating from FLETC and researching military law to build a thorough lesson on how it operates and how it differs from civilian law.

Source materials included the UCMJ,

*The Military Commander and the Law*, the Law of Armed Conflict, the Code of Conduct and online research into the military death penalty and infamous court-martial cases.

Gathering the historical background behind military law was as much a learning process for me as it was going to be for Professor Rozelle's students.

For instance, I had thought the UCMJ was much older than it turned out to be, having been established by Congress in 1950. Much of the information I discovered about the articles of the UCMJ was likewise far more interesting than I thought it would be.

For background, as only a few students were considering eventually becoming JAG lawyers, the lesson would begin with a brief overview of military criminal investigative organizations (focusing mainly on OSI), training for federal investigators, the legal basis for the UCMJ, how the JAG differs from service to service and the Posse Comitatus Act.

Dressed in agent attire for the first time since receiving my badge and credentials, I stood at a podium before a small auditorium of future criminal and civil attorneys of all kinds – potential JAG lawyers, and perhaps future judges.

For nearly two hours they listened to the ins and outs of the criminal justice system from a point of view they might rarely, if ever, be presented with: the legal requirements of our nation's military in both peacetime and wartime, in detention, due process leading up to court-martial proceedings, possible punishments short of court martial, the punitive articles and the appeals process for the military.

An explanation of the Law of Armed Conflict, the designation of combatants, noncombatants and unlawful combatants, and the protections afforded to each, was applied to questions regarding everyday events witnessed on the news in Iraq and Afghanistan, Abu Ghraib and Guantanamo Bay.

Following that, was a list detailing those who are subject to the UCMJ (including retirees, if entitled to pay).

Next, was an explanation on the differences between apprehension and arrest, types of restraint, and who can enforce them (not just law enforcement types, but also commissioned and non-commissioned officers).

Following that, was an explanation of command options for discipline, including counseling, admonishment, separations, non-judicial punishment and courts-martial.

Particular attention was paid to the next section, detailing the types of courts-martial, as well as the make up of the panel, trial by

judge versus trial by panel, and determining the make up of the court members.

For instance, it was remarked upon how in a summary court martial the judge need not be a lawyer of any kind, only an officer above the rank of O-3 appointed by the special court-martial authority. Also different from civilian law is the existence and powers of the convening authority, which becomes the first level of appellate review in military cases.

The class seemed to immediately understand the necessity of Article 37, at least in the abstract: that military life presents a fear of unlawful influence of court

**For the remaining four months of training, I devoted myself to two things: graduating from FLETC and researching military law.**

**See Students on page 18**





I hope this issue finds everyone in good health as we enter 2007. I know this will be a great year for OSI, and I look forward to documenting OSI's successes and stories in the Global Reliance.

We're looking to highlight more people and activities in the magazine, so if you have someone you'd like to submit for the Supreme Support or Fit to Fight section, please let me know.

The OSI in Focus page also needs some submissions. If you've had a detachment event, or just have something unique that's happened to you, I'd love to include it on that page.

When you send images to us, please include caption information, along with the photographer's name.

*James C. Dillard, Editor*

## Promotions

### Students continued from page 17

members usually absent from civilian proceedings. And yet another difference which was immediately noticed: under Article 45, that no plea of guilty by the accused can be received to any charge or specification alleging an offense for which the death penalty may be adjudged, a protection not granted in civilian law.

One question I received dealt with the exact nature of Article 99, Misbehavior before the Enemy, and what the offense entailed. I ended up having to look that one up later and getting back to the class via e-mail.

The class was likewise surprised to

learn that, despite having far more offenses carrying the death penalty, the last time it was actually carried out in the military (based on a court-martial decision) was in 1962.

Also, that the appeals process has extra layers not found in civilian appellate review: the Court of Appeals for the Armed Forces, which falls between the Air Force Court of Criminal Appeals and the Supreme Court; and in death penalty cases the final determination, after the Supreme Court, is actually made by the President, who must approve the execution.

Perhaps the most remarked upon article, of course, was Article 134, the General Article, (currently) with 56 separate offenses listed beneath it. Again, it

was those offenses not usually seen outside the military, or requiring explanation, which became topics of conversation: adultery, fraternization, gambling with a subordinate and straggling.

Professor Rozelle told me the students loved having an OSI special agent come speak to them. She said she particularly enjoyed the discussion, because it gave her students a perspective that law school often lacks.

They often study statutes and case law in depth in almost every class, and students learn quite a lot about the legislative and judicial branches as a result.

She said the executive branch, however, especially in its military role, usually gets short changed. **GR**

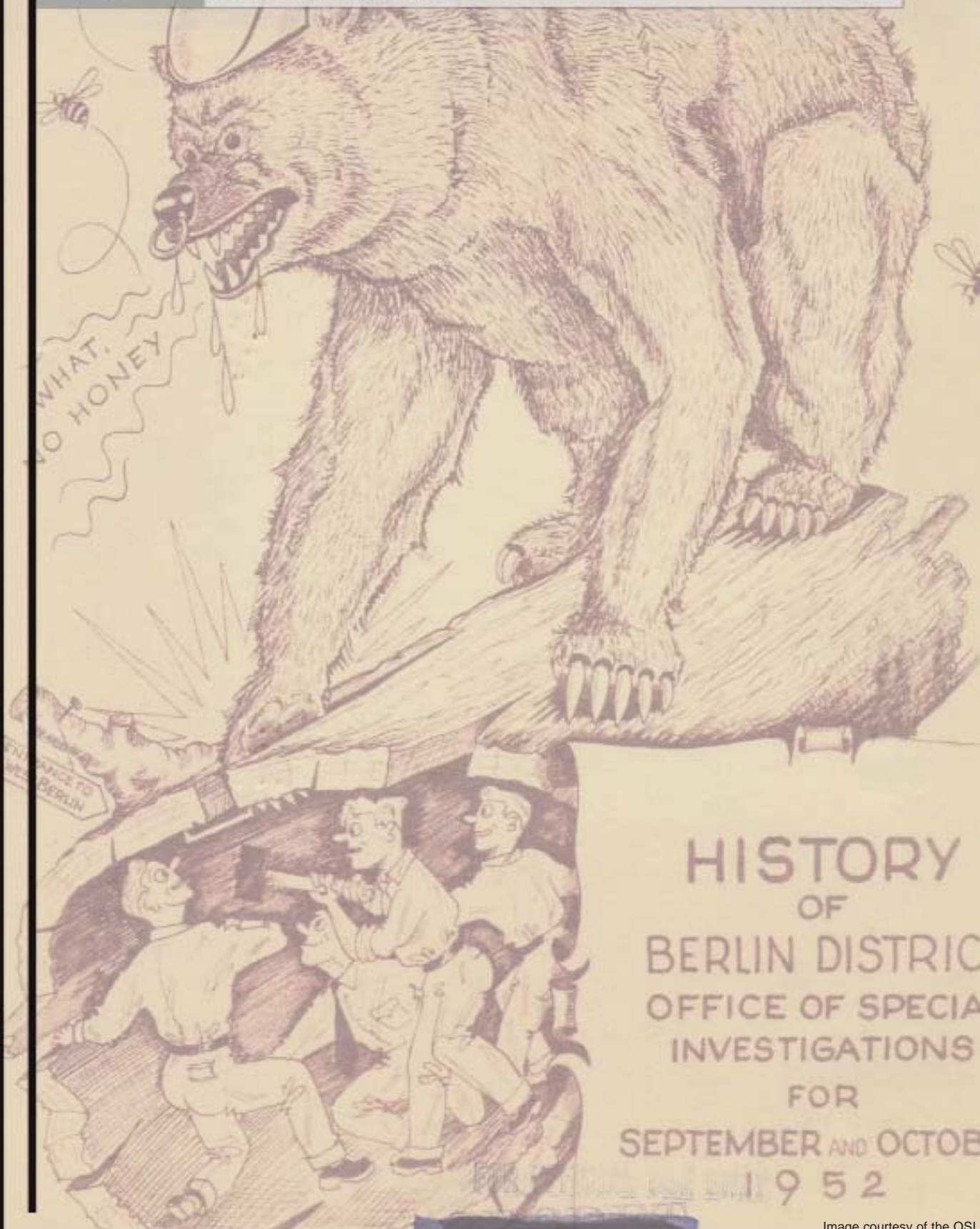


# OSI Historical Snapshot

When this report came out in late 1952, the United States was in the midst of trying to resolve the Cold War. In an article published in the October 1952 Time Magazine, the mood was described as "a new mood ... crossing Europe ... Cold Peace. As cold war means sustained hostility short of World War III, a cold peace means a sustained truce without a settlement."

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HISTORY  
OF  
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FOR  
SEPTEMBER AND OCTOBER  
1952